South Eastman Health/Santé Sud-Est Inc.

Annual Report to the Community

2007-2008

www.sehealth.mb.ca

Vision - Mission - Values

Vision

To achieve wellness and the best possible health by partnering with individuals, families and communities.

Mission

To pursue our Vision by providing quality health services supported by evidence-based decision making.

Values

We believe in **INTEGRITY** and are committed to being transparent and honest with our staff, our partners and the communities and people that we serve.

We believe in a **SHARED VISION** and will work with our staff, partners, and community to ensure that a clear understanding of this vision informs all of our planning and work.

We believe in **RESPECT** and recognize the value, equality, resourcefulness and resilience of individuals including staff, volunteers, patients and community members and are committed to responding with empathy, compassion, and respect for community diversity.

We believe in **PATIENT SAFETY** and **SERVICE EXCELLENCE** and encourage all parts of the regional health delivery system to seek creative and innovative solutions to deliver safe, integrated, and quality health services while maintaining a willingness to change and openness to continuous learning and improvement.

We believe in demonstrating **PERFORMANCE ACCOUNTABILITY** by providing a safe, responsive, and sustainable health care environment, through responsible governance and management practices, prudent stewardship of resources throughout the organization, transparency and good communication, and by demonstrating integrity and ethics in the interactions of the total organization

We believe in **COLLABORATION** and are committed to teamwork, consultation, and two-way communication with our partners and regional communities in order to deliver services in the most effective manner while respecting the different needs and priorities of those with whom we work.

Message from the Board Chair and Chief Executive Officer

This was yet another very busy year for South Eastman Health/Santé Sud-Est Inc. - one marked by many new accomplishments, a great deal of growth and numerous service enhancements.

We would like to take this opportunity to congratulate our Board members, physicians, employees, volunteers, stakeholders and partners for their continued dedication and commitment over the past year. We are extremely proud and fortunate to have strong working relationships and partnerships with our communities and affiliated organizations who remain dedicated to the well-being and health of you, the residents of south eastern Manitoba. On a provincial level, we are grateful for the support of Manitoba Health and Healthy Living.

Collective efforts and key partnerships have resulted in successes in the past year, such as but not limited to the following:

- The opening of a state of the art Cancer Care and Birthing Centre at Bethesda Hospital, providing access to additional high quality obstetrical and outpatient cancer care services closer to home. This initiative would not have been possible without the generosity of partners, in particular the Bethesda Foundation.
- The opening of Community Health Resource Centres in Ste. Agathe and La Broquerie, offering residents access to health information and services closer to home.
- The purchase of new medical equipment to enable health care professionals to better serve you.
- Renovations and improvements at various facilities.
- Funding announcements including capital projects, safety and security initiatives, expansion and renovations to acute care sites, equipment purchases and new positions.

In 2007-2008, we hired a Recruitment Officer to enhance our recruitment and retention efforts to address both physician and staff shortages across the region. On-going recruitment efforts are required to attract physicians, nurses, and other health care professionals to our region. We will continue to endeavour to fill vacant positions throughout the region as we compete provincially and nationally for scarce resources.

There remains much work to be done. In the year ahead, we will work toward continuing to enhance and make accessible quality and timely health services to you, our residents, as what matters most to us is the health and well-being of each and every one of you.

A Boisvert

Aurèle Boisvert
Board Chair

M Mackenzie

Monique Vielfaure Mackenzie
Chief Executive Officer

Strategic Priorities

South Eastman Health/Santé Sud-Est Inc. has a five year Strategic Plan which consists of the strategic priorities listed below for 2006-2011. They are not in any specific order other than Population Growth, which is seen to be the principal strategic priority.

Population Growth: To collaborate fully in efforts to secure population-based RHA funding to meet the growing and changing needs of the South Eastman population.

Acute Care: To work towards equitable in-region access to quality acute care services for all residents.

Long Term Care: To build the continuum of services required to meet the needs of the growing senior population, for residents living in the community and residents experiencing loss of full independence.

Primary Health Care: To expand primary health care by modeling all community-based services on primary health care principles, focusing on prevention and health education approaches.

Palliative Care: To enhance quality of living for residents reaching the end of life.

Mental Health: To build on the significant enhancements made to community mental health program and services over the past few years.

Population Health: To improve the health of the population not only through health service provision but by working collaboratively with the community across all sectors to understand and address the whole range of health determinants.

Health Promotion and Illness Prevention/Education: To further position promotion, education and prevention services as key to improving future health in the population.

Research: To uphold the Regional Health Authority's commitment to evidence-based health policy-making and planning.

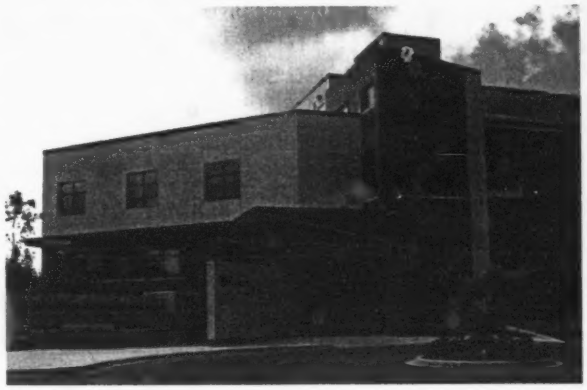
Quality: To foster an organizational culture that focuses on the client and the quality of care through continuous learning and service improvement.

Patient Safety: To foster a culture that facilitates patient safety by focusing on safety, disclosure, a systems approach and learning, ultimately improving quality of care.

Human Resources: To enhance quality of care by providing staff with the education, tools, experience, confidence and an environment that fosters a healthy workplace.

Patient Care

Residents have access to a wide range of acute care and specialized services in four hospitals located in the South Eastman region.



Through several initiatives and partnership projects, we are proud to have accomplished the following in 2007-2008.

- Opened a new regional Cancer Care and Birthing Centre at the Bethesda Hospital.
- Purchased new medical equipment including a flexible bronchoscope, a baby warming system, safety infusion pumps and electronic vital signs monitors.
- Completed the flooring project for the Acute Care patient rooms and Emergency Department at the Vita & District Health Centre.
- Facilitated full physician coverage in the Bethesda Hospital pursuant to the Manitoba Health/Manitoba Medical Association Emergency Medical Services Agreement (June 2007).
- Increased paramedic staffing to enhance Emergency Medical Services (EMS) throughout the region.
- Created new positions to increase services and better meet population needs, such as: Patient Safety Officer; Manager - Secondary Services for the Bethesda Hospital; Clinical Resource Nurse (CRN) for the regional Rehabilitation Unit located at the Bethesda Hospital.
- Coordinated training for all nurses and physicians at the Bethesda Hospital to ensure they developed specialized skills for the Cardiac Care Unit.
- Launched the Lab Information System (LIS) at the Bethesda Hospital making electronic lab results available to nursing stations in all facilities and to physician clinics within the region.
- Linked to the Provincial Client Registry, a cornerstone for the development of a provincial electronic health record.
- Participated in the national *MORE*^{OB} program which focuses on the quality of care and patient safety for obstetrical clients.
- Developed *Safer Healthcare Now* initiatives at different levels within the region including Surgical Site Infection, Acute Myocardial Infarction, and Medication Reconciliation.
- Implemented the *It's Safe to Ask* campaign by distributing brochures in all acute care and long term care facilities, as well as providing orientation to employees so they can assist patients and residents.

South Eastman Health/Santé Sud-Est Inc. is grateful to our regional foundations and auxiliaries who are committed to raising funds for the purchase of medical equipment, renovations/additions to regional facilities, and bursaries to support students and employees pursuing studies in a health related field. To you all and our residents who generously support us, thank you!

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Primary Health Care	Palliative Care	Mental Health
Population Health	Health Promotion & Illness Prevention/Education	Research
Quality	Patient Safety	Human Resources

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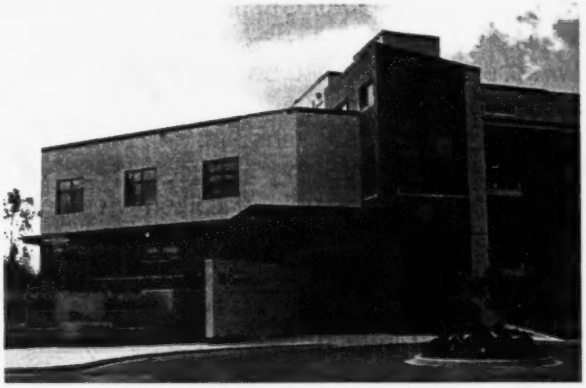

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Community Health

Services delivered through our community programs are a vital component of an integrated health care system. South Eastman Health/Santé Sud-Est Inc. provides the following services through its seven community health offices, two primary health care centres, five emergency medical stations, a midwifery unit, and three community health resource centres:

- Audiology
- Community Cancer Care
- Diagnostic
- Emergency Medical Services
- Home Care
- Long Term Care
- Mental Health
- Midwifery
- Palliative Care
- Primary Health Care
- Public Health
- Services to Seniors
- Telehealth

Residents have access to enhanced community-based services closer to home through the following initiatives realized in 2007-2008.

Primary Health Care

- The Niverville Primary Health Care Centre was identified as a leader in the area of primary healh care by Accreditation Canada and continues to provide a range of quality health care services for residents of the area.
- Funding was received through the Aboriginal Health Transition Fund to support further development of a primary health care model in the region's Western District.
- A Registered Nurse (Extended Practice) - Primary Care position was created for the DeSalaberry District Health Centre.
- In partnership with the *Conseil communauté en santé du Manitoba (CCS),* the *Table de concertation régionale Sud-Est,* and supported by federal funding, established two new community health resource centres in La Broquerie and Ste. Agathe. Available in these centres are such services as medical and public health consultations, health promotion activities, a health corner and a computer for public access.

Public Health

- In its third year of community incentives funding, approximately $30,000 was invested through South Eastman's Chronic Disease Prevention Initiative (CDPI) program, *Start Fresh!* Seventeen projects were funded, supporting communities in addressing lifestyle issues and habits that increase the risk of chronic diseases such as diabetes, cancer, as well as heart, lung and kidney disease.
- Participated in the provincial *Books for Babies* initiative which provides parents with a book for their infant and literacy information, building upon similar Early Years initiatives already implemented in the region.
- Residents were provided with timely health information on our recently redesigned website.

Mental Health

- Met with Manitoba Health and Healthy Living to advocate for the development of a Crisis Stabilization Unit (CSU) within the region.
- Established the Mental Health Advisory Council to provide advice and feedback from the perspective of consumers and family members.
- Initiated the implementation of the Proctor Services Review Action Plan. In Phase I of the Proctor Service redevelopment, an increase of 33% of clients were served and four new Proctors were hired within the current budget. There are currently fourteen Proctors across nine geographical areas of the region.
- Established the Supports to Seniors in Group Living (SSGL) program. Based on the Proctor model, this program supports seniors to live independently.
- Created the following positions: Geriatric Psychiatrist to join our Mental Health Services for Older Adults team, and Clinical Psychologist joining the Mental Health team in September 2008.

Long Term Care

- Completed the following supportive housing initiatives in the region: Niverville–11 units; Cedarwood (Steinbach)-8 units; St. Malo-20 units.
- Implemented a Falls Prevention Strategy in all long term care facilities, which includes several activities such as informing employees, residents and families of their role in falls prevention.
- In April 2007, Premier Gary Doer announced the approval to proceed with the major redevelopment of the Villa Youville vacant personal care home space. The project will provide: twenty-four Supportive Housing units; five Assisted Living units; a Bilingual Services Centre sharing common areas with the Regional Health Authority, Manitoba Family Services & Housing, Manitoba Conservation; and the relocation of our Ste. Anne Community Services employees to this new site.
- Developed and submitted a Capital Plan proposal to Manitoba Health and Healthy Living to address current and projected increased needs for personal care home beds and ensure adequacy of supply. Met with Manitoba Health and Healthy Living to further review and discuss the evidence-based Long Term Care Capital Plan to address needs for personal care home beds.
- Met with potential community partners to discuss housing development initiatives.
- Supported the establishment of the Seine River Seniors Resource Council, which is housed in the La Broquerie Community Health Resource Centre.

Home Care

- Opened a wound clinic, providing services to residents of the area who are ambulant and require dressing changes as well as wound care.
- Created a new Supervisory position in the Home Care Program to address increasing volumes.

Looking to the Future

Much has been accomplished to date within the context of the Regional Health Authority's Strategic Plan 2006-2011. Nonetheless, there are still many actions and challenges that require our attention.

It is through the collective efforts of Board members, physicians, employees, volunteers, stakeholders, partners and government that we will continue to enhance services and provide the best quality care possible to you, our residents. The following represent some of our challenges and future directions.

Population Growth

- Lobbying Manitoba Health and Healthy Living for additional funding, consistent with our increasing population base and service levels.
- Expansion of core services and additional funding to meet the increasing needs across all programs as a result of population growth.
- With increased base funding, expansion of prevention, community wellness and primary health care services to meet regional needs and Manitoba Health and Healthy Living priorities.
- Addressing challenges in recruitment of physicians, nurses, midwives, and all other health professionals in a competitive market with limited resources.

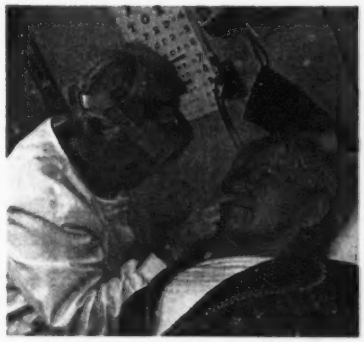
Acute Care

- Establishment of a Stroke Prevention Clinic in partnership with Manitoba Heart and Stroke.
- Continuing with Phase II education in the *MORE*^{OB} program for obstetrics.
- Moving forward with the redevelopment of the Emergency Department at the Bethesda Hospital and the Operating Room at the Ste. Anne Hospital.
- Completing an assessment of needs at the Bethesda campus to identify future expansion requirements.
- Addressing surgical wait times within the region by adding surgical slates in the upcoming fiscal year.
- Recruiting bilingual employees and providing French language training to provide service to francophone clients in our two designated bilingual hospitals - the Ste. Anne Hospital and the DeSalaberry District Health Centre.
- Enhancing the regional Emergency Medical Services (EMS) program to address volume increases.

Long Term Care

- Supporting the development of the East Borderland Phase III project.
- Enhancing home care and community support services for seniors.
- Pursuing community partnerships for personal care home/supportive housing initiatives.
- Implementing Long Term Care Strategy initiatives.

Primary Health Care



- Implementing the new regional Primary Health Care Framework.
- Expansion of sites providing integrated service delivery identified in the Primary Health Care Model.
- Exploring the development of primary health care services in collaboration with medical clinics.
- Furthering community outreach to bring education, information and wellness activities closer to people's homes.
- Enhancing services at the East Borderland and Niverville Primary Health Care Centres.
- Implementing the Aboriginal Health Transition Fund project in the region's Western District.

Mental Health

- Exploring various best practice options and alternatives, and providing a continuum of high quality community mental health services in a variety of community settings.
- Acquiring funding for Specialized Supports under the Long Term Care Strategy to support older adults with mental health concerns.
- Supporting the Mental Health Advisory Council to provide direction in the Mental Health program.

Health Promotion and Illness Prevention/Education

- Health promotion and illness prevention/education will form core components of all regional programs and services as identified in the Quality Action Plans.
- Targeting young families and young children by providing education and choices about healthy lifestyles, encouraging the development of healthy living practices at a young age.
- Implementing the culturally relevant prevention/health promotion activities of the Aboriginal Health Transition Fund project.
- Partnering with communities to support healthy living initiatives.

Population Health

- Creating ongoing opportunities to enhance community understanding, discussion, and collaboration on population health issues.
- Broadening and strengthening community partnerships, with greater investment in literacy, early childhood, and other community-based population health initiatives.
- Continuing to share information on population health and literacy broadly, at all levels within the community.

Quality and Patient Safety

- Initiating community education on the *It's Safe to Ask* campaign.
- Making employees aware of approaches to inform and educate patients/families about their role in patient safety.
- Delivering education on hand hygiene to employees, volunteers and other service providers.
- Implementing medication reconciliation across the region.
- Continuing to implement the integrated risk management program.

Condensed Statement of Financial Position

March 31	Regional Health Authority	Contract Facitlities	2008 Consolidated	2007 Consolidated (Restated)
Assets				
Current Assets				
Cash	$ 1,576,057	$ 295,126	$ 1,871,183	$ 1,095,852
Accounts receivable	2,131,862	359,457	2,491,319	1,363,533
Due from Manitoba Health	808,332	24,400	832,732	802,042
Inventories	1,190,682	73,832	1,264,514	1,363,171
Prepaid expense	369,295	20,145	389,440	247,274
Vacation entitlements receivable	2,165,279	488,270	2,653,549	2,653,549
	8,241,507	1,261,230	9,502,737	7,525,421
Retirement obligations receivable	1,898,575	458,577	2,357,152	2,357,152
Restricted assets	97,975	-	97,975	215,604
Capital assets	41,702,481	11,326,032	53,028,513	51,969,578
	$ 51,940,538	$ 13,045,839	$ 64,986,377	$ 62,067,755
Liabilities and Net Assets				
Current Liabilities				
Bank indebtedness	$ -	$ 26,962	$ 26,962	$ 301,635
Accounts payable and accrued liabilities	4,228,250	717,316	4,945,566	4,738,840
Accrued vacation entitlements	2,807,419	637,524	3,444,943	3,198,008
Current portion of long-term debt	-	-	-	168,640
Unearned revenue	333,221	3,484	336,705	222,509
	7,368,890	1,385,286	8,754,176	8,629,632
Accrued retirement obligations	3,240,447	458,577	3,699,024	3,311,699
Long-term debt	-	-	-	422,859
Deferred Contributions				
Expenses of future periods	599,915	293,131	893,046	1,157,939
Capital assets	41,174,232	11,115,033	52,289,265	49,176,536
	41,774,147	11,408,164	53,182,311	50,334,475
Commitments and contingencies				
Net Assets				
Investment in capital assets	528,249	210,999	739,248	2,201,543
Externally restricted - Contract Facilities	-	(417,187)	(417,187)	(620,582)
Externally restricted	97,975	-	97,975	215,604
Unrestricted	(1,069,170)	-	(1,069,170)	(2,427,475)
	(442,946)	(206,188)	(649,134)	(630,910)
	$ 51,940,538	$ 13,045,839	$ 64,986,377	$ 62,067,755

Condensed Statement of Operations

For the year ended March 31	Regional Health Authority	Contract Facilities	2008 Consolidated	2007 Consolidated (Restated)
Revenue				
Province of Manitoba				
Health	$ 56,406,994	$ 8,439,397	$ 64,846,391	$ 57,683,066
Other	1,547,911	124,570	1,672,481	952,176
Government of Canada	21,500	80,834	102,334	346,536
Non-insured income	2,697,358	2,199,916	4,897,274	4,567,528
Other income and recovered services	124,598	269,605	394,203	257,947
Ambulance income	-	-	-	559,407
Amortization of deferred contributions	2,280,796	490,992	2,771,788	2,561,504
	63,079,157	11,605,314	74,684,471	66,928,164
Expenditures				
Acute care services	21,425,704	-	21,425,704	18,819,604
Long-term care services	8,154,298	10,829,567	18,983,865	17,757,799
Community based home care services	12,421,633	-	12,421,633	11,351,267
Community based health services	4,889,630	-	4,889,630	4,906,323
Medical remuneration	5,025,767	-	5,025,767	3,669,778
Diagnostic services	3,200,172	-	3,200,172	2,962,141
Amortization of capital assets	2,280,796	490,992	2,771,788	2,561,504
Community based mental health services	2,236,526	-	2,236,526	1,996,734
Emergency Medical Services	2,310,150	-	2,310,150	1,808,211
Regional Health Authority costs	1,387,294	-	1,387,294	1,102,501
Interest on long-term debt	-	4,813	4,813	34,389
	63,331,970	11,325,372	74,657,342	66,970,251
Retirement obligation funding received 2005/06	-	-	-	236,960
Excess of revenue over expenditures for the year	$ (252,813)	$ 279,942	$ 27,129	$ 194,873
Allocated as follows				
Externally restricted	$ -	$ 279,942	$ 279,942	$ (225,447)
Unrestricted	(252,813)	-	(252,813)	420,320
	$ (252,813)	$ 279,942	$ 27,129	$ 194,873

Auditors' Report

To the Board of Directors of SOUTH EASTMAN HEALTH/SANTÉ SUD-EST INC.:

The accompanying condensed statements of financial position and operations are derived from the complete financial statements of South Eastman Health/Santé Sud-Est Inc. as at March 31, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated May 23, 2008. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of the Canadian Institute of Chartered Accountants, is to report on the condensed financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete statements of operations in accordance with the criteria described in the Guideline referred to above.

These condensed financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operation and cash flows, reference should be made to the related complete financial statements available at the offices of the Authority.

BDO Dunwoody LLP

Chartered Accountants
Winnipeg, Manitoba
May 23, 2008

This financial information is an extract from the Annual Financial Statements reported on by our auditing firm, BDO Dunwoody LLP. A complete set of financial statements, auditor's reports and the statement of public sector disclosure can be obtained from the South Eastman Health/Santé Sud-Est Inc. Corporate Office, P.O. Box 470, La Broquerie MB, R0A 0W0. Telephone: (204) 424-5860.

South Eastman Health/Santé Sud-Est Inc.

General Information ..... (204) 424-5880/1 866 716-5633
Email..... corp@sehealth.mb.ca
Website..... www.sehealth.mb.ca

Hospitals
Bethesda Hospital 326-6411
DeSalaberry District Health Centre (St. Pierre)....433-7611
Ste. Anne Hospital.....422-8837
Vita & District Health Centre 425-3804

Primary Health Care Centres
East Borderland (Sprague).....437-3015
Niverville 388-7060

Personal Care Homes
Bethesda Place (Steinbach).....346-5158
Repos Jolys (St. Pierre).....433-7443
Whispering Pines Lodge (Vita) 425-3325

Contract Long Term Care Facilities
Menno Home for the Aged (Grunthal).....434-6496
Rest Haven Nursing Home (Steinbach).....326-2206
St. Adolphe Personal Care Home 883-2181
Villa Youville (Ste. Anne).....422-5624

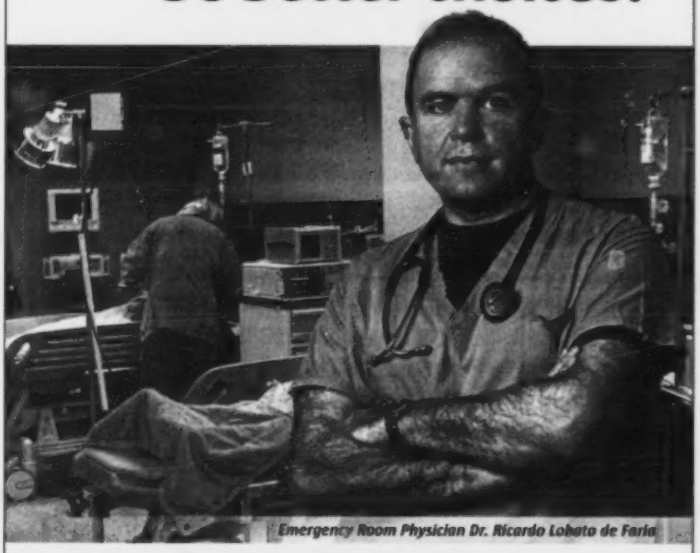
Programs and Services
Audiology 346-6250
Community Cancer Care 346-5160
Diagnostic 346-5153
Emergency Medical Services.....346-7028
Home Care 346-6122
Mental Health 346-7035
Mobile Crisis Unit 326-9276/1 888 617-7715
Midwifery.....433-7198
Palliative Care 346-7063
Public Health/Primary Health Care 346-6145
Services to Seniors 346-6256

Community Services
Dominion City 427-3460
Lorette 878-5000
St. Adolphe.....883-2243
Ste. Anne 422-8817
St. Pierre 433-7636
Steinbach 346-6123
Vita.....425-3859

Contract Community Health Resource Centres
Centre de santé La Broquerie.....424-5575
Centre de santé Sainte-Agathe.....882-2827
Coin Santé/Health Corner (St. Pierre) 433-7611

If it's an emergency, come to the ER.

If it's not, there may be better choices.



Emergency Room Physician Dr. Ricardo Lobato de Faria

Hospital emergency rooms are busy places. And patients with life-threatening emergencies are always treated first.

That means if you have a minor injury or illness, you may have to wait. If you're looking for a second opinion about a long-standing problem, the emergency room is not the best solution. And unless it's urgent, the ER can't get the test your doctor ordered completed any earlier.

- **If** you think it's an emergency, go to the ER.
- **If** it isn't an emergency (e.g. mild or chronic headache, back pain, minor cut or burn, sore throat, cold, possible sprain) go to your family doctor or local walk-in clinic. In Winnipeg, you may also visit the Misericordia Urgent Care Centre or the Pan Am Minor Injury Clinic.
- **If** you're not sure what's right for you, call Health Links-Info Santé and talk to a nurse anytime day or night.

Health Links – Info Santé
Manitoba toll free 1-888-315-9257
In Winnipeg, call 788-8200

For more information:
www.manitoba.ca

Manitoba